

STATEMENT OF
JOHN N. McMAHON
DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE-DESIGNATE
BEFORE THE
SELECT COMMITTEE ON INTELLIGENCE
UNITED STATES SENATE
MAY 27, 1982

MR. CHAIRMAN, MEMBERS OF THE SELECT COMMITTEE ON INTELLIGENCE, I AM HONORED TO APPEAR BEFORE YOU TODAY TO DISCUSS MY NOMINATION TO BE DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE. I APPRECIATE THE PRESIDENT'S EXPRESSION OF CONFIDENCE IN ME, AND I APPROACH THIS NEW CHALLENGE WITH ENTHUSIASM AND DETERMINATION.

I HAVE, AS YOU KNOW, SERVED OUR NATION AS AN INTELLIGENCE OFFICER FOR OVER THIRTY YEARS. I FEEL FORTUNATE TO HAVE HAD A VARIED, REWARDING, AND CONSTANTLY CHALLENGING CAREER, PERMITTING ME TO SERVE IN ALL PHASES OF INTELLIGENCE -- FROM OPERATIONS TO ANALYSIS, AND FROM RESEARCH AND DEVELOPMENT OF TECHNICAL COLLECTION SYSTEMS TO ADMINISTRATION. LET ME BRIEFLY REVIEW IT FOR THE COMMITTEE.

I BEGAN MY CAREER WITH THE AGENCY AS A CLERK IN 1951. AFTER SERVING OVERSEAS FOR FIVE YEARS, I RETURNED FOR BASIC TRAINING IN THE ARMY, AND I THEN JOINED THE U-2 PROGRAM. IN 1965, I BECAME DEPUTY DIRECTOR FOR THE AGENCY'S OFFICE OF SPECIAL PROJECTS, WHICH WAS CONCERNED WITH APPLYING THE LATEST IN ADVANCED TECHNOLOGY TO MAJOR INTELLIGENCE COLLECTION PROBLEMS. LATER, I SERVED AS DIRECTOR OF THE OFFICE OF ELECTRONIC INTELLIGENCE AND THEN AS DIRECTOR OF THE OFFICE OF TECHNICAL SERVICE, RESPONSIBLE FOR TECHNICAL SUPPORT TO OVERSEAS OPERATIONS. IN 1974, I BECAME ASSOCIATE DEPUTY DIRECTOR OF CIA FOR ADMINISTRATION. I THEN SERVED AS ASSOCIATE DEPUTY AND ACTING DEPUTY TO THE DCI FOR THE INTELLIGENCE COMMUNITY, UNTIL BEING APPOINTED DEPUTY DIRECTOR OF CIA FOR OPERATIONS IN JANUARY OF 1978. IN THIS CAPACITY I

DIRECTED AGENCY OPERATIONS OVERSEAS. IN APRIL OF 1981 I BECAME DEPUTY DIRECTOR FOR NATIONAL FOREIGN ASSESSMENT, RESPONSIBLE FOR DIRECTING ANALYSIS AND PRODUCTION OF INTELLIGENCE. I SERVED IN THAT CAPACITY UNTIL JANUARY OF THIS YEAR, WHEN I WAS APPOINTED AS THE AGENCY'S EXECUTIVE DIRECTOR, RESPONSIBLE FOR THE DAY-TO-DAY MANAGEMENT OF CIA.

MY ASSIGNMENTS, MANY OF WHICH INVOLVED JOINT PROGRAMS WITH THE MILITARY, HAVE GIVEN ME BOTH A DETAILED KNOWLEDGE OF THE CENTRAL INTELLIGENCE AGENCY AND A SUBSTANTIAL APPRECIATION OF MILITARY REQUIREMENTS AND INTELLIGENCE NEEDS. MY TWO YEARS WITH THE INTELLIGENCE COMMUNITY STAFF PROVIDED ME WITH AN IN-DEPTH UNDERSTANDING OF ALL NATIONAL PROGRAMS, MILITARY AND CIVILIAN, THE PRIORITY OF INTELLIGENCE REQUIREMENTS ASSOCIATED WITH THOSE PROGRAMS, AND THE BEST MEANS OF SATISFYING INTELLIGENCE NEEDS FOR POLICYMAKERS, AS WELL AS OUR MILITARY COMMANDERS IN THE FIELD.

WHEN I JOINED THE AGENCY IN 1951, MR. CHAIRMAN, WE LIVED IN AN ESSENTIALLY BIPOLAR WORLD. IN THOSE DAYS OUR ADVERSARY WAS OBVIOUS, OUR MISSION WAS CLEAR, AND OUR EFFORTS WERE FOCUSED ACCORDINGLY. THE UNITED STATES WORKED TO BUILD THE DEMOCRATIC INSTITUTIONS AND ECONOMIC CAPABILITIES OF ITS FRIENDS, WHILE THE SOVIET UNION STROVE TO SUBVERT OUR EFFORTS. THE RISK OF ATOMIC CATASTROPHE WAS JUST THEN BEGINNING TO BECOME A FACTOR IN THE STRUGGLE BETWEEN FREEDOM AND TOTALITARIANISM. WE FOCUSED INTELLIGENCE RESOURCES ON THE SOVIET UNION AND ITS ALLIES, AND WE ANALYZED WORLD EVENTS MAINLY IN TERMS OF THEIR EFFECT ON THE EAST-WEST BALANCE OF POWER.

AS WE MOVE THROUGH THE 1980s AND BEYOND, IT IS CLEAR THAT THE INTELLIGENCE MISSION MUST BE GEARED TO THREATS WHICH ARE INCREASINGLY VARIED, SUBTLE, AND COMPLEX. WE CAN NEVER TAKE FOR GRANTED OUR ABILITY TO ACCURATELY ASSESS THE MILITARY CAPABILITIES AND INTENTIONS OF OUR KEY ADVERSARIES, AND THE SOVIET UNION MUST REMAIN OUR FIRST INTELLIGENCE PRIORITY. AT THE SAME TIME, WE SHOULD ALSO ENSURE THAT WE APPRECIATE FULLY THE BROAD RANGE OF POLITICAL, ECONOMIC, SOCIAL, AND RELIGIOUS FORCES WHOSE INTERACTION WILL SHAPE WORLD EVENTS AND INFLUENCE THE DESTINY OF OUR OWN COUNTRY. FINALLY, WE SHOULD NEVER SET ASIDE THE IMPORTANCE OF MORE TRADITIONAL CAUSES OF INTERNATIONAL CONFLICT, SUCH AS IRREDENTISM AND NATIONAL PRIDE.

THE ABILITY OF THE INTELLIGENCE COMMUNITY TO PROVIDE NATIONAL POLICYMAKERS WITH THE TIMELY, ACCURATE, AND INSIGHTFUL INFORMATION THEY NEED TO ADVANCE AMERICAN INTERESTS IN THE WORLD REQUIRES THAT WE CONSTANTLY STRIVE TO IMPROVE OUR CAPABILITIES TO COLLECT THE RIGHT KIND OF INFORMATION, TO ANALYZE IT EFFECTIVELY, AND TO PRESENT IT IN A RELEVANT AND USEFUL MANNER. WE ARE ENCOURAGED THAT THE MUTUAL DETERMINATION OF THE PRESIDENT AND THE CONGRESS TO RESTORE THE VITALITY OF OUR NATION'S INTELLIGENCE COMMUNITY IS HELPING US TRANSLATE THESE GOALS INTO REALITY. AS WE DO SO, HOWEVER, I WOULD LIKE TO EMPHASIZE FOR THE RECORD THAT THE ACTIVITIES OF THE INTELLIGENCE COMMUNITY INVOLVING AMERICANS ARE, AND MUST CONTINUE TO BE, LIMITED, SUBJECT TO STRICT STANDARDS OF ACCOUNTABILITY, AND FAR REMOVED FROM ANY ABRIDGMENT OF CHERISHED CONSTITUTIONAL RIGHTS.

I AM FIRMLY CONVINCED THAT CONGRESSIONAL OVERSIGHT IS BENEFICIAL, BOTH FOR THE AMERICAN PEOPLE AND FOR THE INTELLIGENCE COMMUNITY. THE OVERSIGHT SYSTEM SERVES TWO KEY PURPOSES. FIRST, IT ASSURES THE AMERICAN PEOPLE THAT ACTIVITIES WHICH ARE OF NECESSITY UNDERTAKEN IN SECRET ARE BEING MONITORED BY THEIR ELECTED REPRESENTATIVES. SECOND, IT ASSURES THE INTELLIGENCE OFFICERS WHO UNDERTAKE THOSE ACTIVITIES THAT THE CONGRESS AND THE AMERICAN PEOPLE STAND BEHIND AND SUPPORT THEM IN THEIR DIFFICULT AND OFTEN DANGEROUS ASSIGNMENTS.

THE OVERSIGHT ARRANGEMENTS WHICH HAVE DEVELOPED AND MATURED OVER THE PAST SEVERAL YEARS HAVE ALSO SERVED TO ENHANCE CONGRESSIONAL UNDERSTANDING OF THE INTELLIGENCE MISSION AND OF THE NEED FOR THE LONG-RANGE COMMITMENT OF RESOURCES TO MEET THE CHALLENGES WHICH LIE AHEAD. THE CUMULATIVE IMPACT OF THE ANNUAL AUTHORIZATION OF APPROPRIATIONS FOR INTELLIGENCE ACTIVITIES BY THIS COMMITTEE AND ITS COUNTERPART IN THE HOUSE OF REPRESENTATIVES, THE REVIEW CONDUCTED IN GREAT DETAIL BY THE APPROPRIATIONS COMMITTEES, AND THE STATUTORY OBLIGATION TO KEEP THE TWO INTELLIGENCE COMMITTEES "FULLY AND CURRENTLY INFORMED" HAS MADE THE CONGRESS AN ACTIVE PARTNER IN OUR NATION'S INTELLIGENCE ACTIVITIES. THIS IS AS IT SHOULD BE, AND I PLEDGE TO YOU THAT IF CONFIRMED I WILL MAKE EVERY EFFORT TO FOSTER AND IMPROVE THIS VITAL RELATIONSHIP.

MR. CHAIRMAN, THAT CONCLUDES MY PREPARED REMARKS -- I WOULD BE PLEASED TO ANSWER ANY QUESTIONS WHICH YOU AND THE MEMBERS OF THE COMMITTEE MAY HAVE.